

Leadership Link

Web site: <http://www.lincoln.ne.gov/city/person/NMA-1/index.htm>

MAY/JUNE 2005

CALENDAR OF EVENTS

JUNE

**Mini-Chapter
Leadership
Conference**
Tuesday, June 21
9 am - 3:45 pm
Tabitha Health
4720 Randolph St.
Charlene Liggett,
Keynote Speaker
"Management
Bag of Tricks"

JULY

**Joint meeting
Wednesday
July 13
11:30-1 PM**
Country Inn Suites
5353 N. 27th St.
Lincoln NE 68521
Pat Raybould,
Keynote Speaker

**July 21
Board Meeting**

**AUGUST
Program
Tuesday
Aug. 2
TBA**



Leadership Link
Chapter #517
P.O. Box 85224
Lincoln NE
68501-5224
www.nma1.org

Volume 9, Issue 1

Congratulations Link Award Winners

Manager of the Year 2005

Leadership Link presented the 2005 Manager of the Year award to Joyce Kubicek, Aging Program Coordinator with the Lincoln/Lancaster Area Agency on Aging, at its annual meeting held at the Governor's Mansion.



Joyce Kubicek

*(Excerpts from the nomination,
edited for space restrictions)*

"The Lancaster County Care Managers at the LIFE office would like to publicly acknowledge what a wonderful soul we have in our midst by nominating Joyce Kubicek as Manager of the Year. After working for 26 years as a care manager at Lincoln Information for Elderly (LIFE), we would like to call attention to the significant contributions Joyce has made to our agency and to the community. She is our workplace hero, our role model who has great compassion for her clients and peers. Joyce serves the community as a program manager, direct service care manager, and supervisor of eight care managers who are responsible for providing care management to elders in Lancaster County and are responsible for providing care-giver support services. Joyce also works with Lancaster County staff in the Congregate Housing Program, First Service Information Center, and the Nursing Home Ombudsman program.

As a program manager, Joyce values keeping a positive and balanced course toward meaningful goals for our aging population during the rockiest of times when there are budget restraints and changes in the social service environment. She is an idea person who is a flexible, open and a creative problem-solver. She leads by supporting others, being positive and living a healthy lifestyle.

As a supervisor, she is the highest example of professionalism within the LIFE office, serving as a mentor and role model to all LIFE staff. We feel Joyce is an outstanding example of a strength-based manager. She encourages others in the workplace to do their best. She imbues staff with the feeling that we are a positive force and the positive force always wins. She motivates

our work group not by encouraging people to do more, but praising us by saying "what an astonishing amount of work this small group gets done." Her warmth and understanding make us feel we can turn to her for guidance, especially with difficult situations or to discuss ethical dilemmas we face in our work.

As a care manager, Joyce embodies the highest

Continued to page 3 - Congrats Winners

July's Joint Meeting Challenges of Managing a Multicultural Workforce and Clientele



Thursday, July 14, 2005
11:30 a.m. to 1 p.m.

Keynote Speaker

Pat Raybould, Russ's IGA

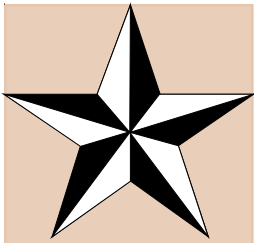
Country Inn Suites, 5353 N. 27th St., Lincoln

*Contact by noon on Friday,
July 8, to place your reservation.*

B & R Stores currently operates eight Russ's Markets, nine Super Saver price impact stores and three limited assortment stores under the ALPS name. In 2001, gas stations were added to the parking lots of two Russ's Market IGA's.

Sorting coupons and sweeping lots at the young age of 12, Pat patiently worked his way up the ladder at B & R Stores. He became co-assistant manager of a store in 1979. Two years later he moved up to store manager when the company acquired its third supermarket. In 1988, Pat became a store manager of B & R's highest volume supermarket. In 1990, Pat moved into the corporate headquarters as the Vice President of Administration. In January 1997, Pat became the President of B & R Stores following in his father's footsteps.

Pat was the past chairman of the Nebraska Grocery Industry Association. He currently serves on this board, the local food bank board and the Associated Wholesale Grocers board. Pat is also a member of the Coca-Cola Research Council.



MAY/JUNE 2005

Observing National
Management week,
June 6 - 11, 2005

LEADERSHIP LINK EXECUTIVE BOARD

Meetings held the third
Thursday of the month

President

E.J.Schumaker, 441-8036

President Elect

Julia Peter, 441-6085

Secretary

Mary Lowe, 441-7540

Treasurer

Karen Eurich, 441-7886

Past President

Colleen Floth, 441-8690

Awards Committee

Pat Kant, 441-7880

Community Services

Donna Barrett, 441-6157

Member Relations

Steve Owen, 441-5925

Program Committee

Colleen Andrews, 441-3846

Professional Develop.

Terri Storer, 441-7269

Public Relations

Diane Mullins, 441-7717

Web Site

Doug Thorpe, 441-7531

Nebraskaland Council

Colleen Floth, 441-8690

Kent Imig, 441-7082

EJ Schumaker, 441-8036

National Director

Jan Lehmkuhl, 479-5714

Associate Director

EJ Schumaker, 441-8036

President's Report *EJ Schumaker*



Leadership Link is excited to have Julie Peter as our incoming President. Her knowledge with this Chapter will be a benefit to us all. Our President Elect is Donna Barrett who is an asset by her zest for proficiency and our Treasurer is Steve Owen. Steve has achieved the Certified Manager designation and has strong organizational skills. Colleen Andrews will be our Secretary. We are lucky to have her expertise and talent for getting things done. I am so excited to serve as Past President to these Officers and look forward to serving another year as the Nebraska Land Delegate along with Colleen Floth and Julie. We have a good team and it will be a pleasure to watch our chapter grow under such strong leadership. Sincerely yours,
EJ Schumaker

Mini-Chapter Leadership Conference

Hosted by the Nebraskaland Council of the National Management Association, newly elected and returning officers are invited to attend the Mini-Chapter Leadership Conference held on Tuesday, June 21 from 9:00 a.m. to 3:45 p.m. at Tabitha Health Care, 4720 Randolph St., Lincoln, Neb.

The main purpose of this conference is to provide officers, committee chairs and committee members with specific training needed to function in their designated NMA capacities within their local Chapters. This training will be beneficial to all participants in learning various methods, deadlines and resources to perform their roles. Specific officer training will be provided and presented as follows:

President/Vice President - Bruce Hunzeker, NSGC
Secretary/Treasurer - Bill Hayford and Myra McGrath, Midlands

Awards/R1 - Gene Hand and Lana Garcia, NSGC

Community Service - Vicki Miller, Lennox

Program Training - Jan Lehmkuhl NSGC

Newsletter - Diane Mullins, Leadership Link

Membership - Steve Owen, Leadership Link

Professional Development - Terri Storer,

Leadership Link

A second goal of the conference is to provide overall leadership training. This training will be intertwined throughout the different presentations and through networking opportunities with other Chapter NMA members. Our keynote speaker Charlene Liggett, the Vice President of Strategic Planning and Business Development at Saint Elizabeth Health Center in Lincoln, will also highlight this training who will be presenting on "Management Bag of Tricks".

"When I was young, I was put in a school for retarded kids for two years before they realized I actually had a hearing loss. And they called ME slow!" - Kathy Buckley, public speaker

Five R's & One F Spell Retention

Mel Kleinman, CSP

Looking for proven ways to keep your best workers working for you? Don't feel like the Lone Ranger. Employee retention is everyone's chief concern today, and with good reason!

The past two years of cost cutting, downsizing and doing more with less have left most American workers more than ready for change. In fact, a recent Gallup survey found that more than 70% of the 700,000 U.S. employees polled feel disengaged from the work they perform, and that this sense of disconnection increased the longer employees had been with an organization. Only 20% of those who had been with the same employer for 10 years saw themselves as engaged with their work and more than a third said they planned to leave their present positions the moment better opportunities appear.

Recognition: Taking employees for granted is the single worst mistake an employer can make. A survey by Robert Half International found that 25% of employees who change jobs do so because they feel unappreciated and unimportant. Because they feel disengaged, they literally disengage from their employers. Employees who understand why the work they do is important to the company's success are far more likely to feel engaged, enjoy their work and remain with their employers. Make sure your employees know not only what you want them to do, but also why and how their jobs are important. Don't punish good performance! Managers often expect employees who do their work well to do more of it or do it better, leaving employees who work less well with less work to do. Be aware of the punishing effects of everyday occurrences such as delaying the start of a meeting because one person is late, which punishes everyone who got there on time.

Rewards: Rewards go hand-in-hand with recognition, but are usually something tangible. Regardless of whether you reward your good performers with something as modest as an additional day of paid time off or a prize as lavish as an all expenses paid Caribbean cruise, you should identify the behaviors you want to encourage and reward the people who give them to you.

Respect: For the past 60 years, studies have regularly shown that employees covet respect almost as much as money, sometimes rating respect higher than cash. Treat your people with at least the same respect and understanding you would show your customers. When you respect your employees, they'll respect you, your customers, and one another. Nothing you do will be valued more than giving

Link Adopts President's Award

Every day, millions of Americans volunteer, using their time, talents, and compassion to make a difference in the lives of others. By mentoring a child, caring for an elderly neighbor, teaching someone to read, or bringing food and clothes to those who need them, Americans are helping to foster a culture of service, citizenship, and responsibility for generations to come. It is through these acts of kindness and decency that we are able to demonstrate the true character and compassion of our country.

Recognizing and honoring volunteers sets a standard for service to others. It encourages a sustained commitment to civic participation and inspires others to make volunteering a central part of their lives. The President's Volunteer Service Award is a Presidential recognition program for Americans of all ages, who contribute a significant amount of time to volunteer service. The program recognizes individuals, families, and groups that have achieved a certain standard – measured by the number of hours served over a 12-month period.

In January 2003, President George W. Bush formed via *Executive Order* a new President's Council on Service and Civic Participation, modeled after the President's Council on Physical Fitness and Sports. He selected a 25-member council who

include: entertainers, athletes, retired elected officials, business and media leaders, leaders of nonprofit and volunteer service organizations, and community volunteers. Council members oversee the nationwide recognition program and will work to inspire more Americans to answer the call to service by making a difference in their communities.

The Council is chaired by Darrell Green, former Washington Redskin and founder of The Darrell Green Youth Life Foundation. Former Senators Bob Dole and John Glenn are honorary co-chairs.

Given their ongoing service activity, many individuals, families, and groups may have already met the requirements to earn the Service Award. It was created to recognize the tens of millions of Americans who have made a sustained commitment to volunteer service. The Award is given to individuals, families and groups that have demonstrated outstanding volunteer service and civic participation over the course of a 12-month period.

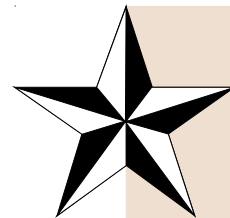


Congrats Winners - Continued from front page

standard of service to her clients. She demonstrates the art of care management. She lifts her clients up by listening to them and respecting them with dignity and worth. Joyce has the ability to communicate with others from her heart, the ability to reach someone, and to say the right thing at the right time. What makes Joyce our workplace hero at the LIFE office, a place where there are so many great social workers, counselors, and nurses? One of the things that makes us want to be like Joyce is a pragmatic wisdom that enables her to really help people. Even though she's a program manager, she feels it's important to work with client's directly as much as possible because, as she says, "serving clients is why we're here." Her philosophy is to do what needs to be done. To that end, she is always trying to find the simplest and fastest way to help people without getting bogged down in unnecessary paperwork, clutter, and bureaucracy. Even if it means pushing a wheelchair through the mud to get someone out of their house and to the emergency room. Neither mud, nor clutter, nor mice, nor roaches can deter her from her mission to serve clients."

Nominators were Nancy Barrett, Tami Barrett, Candice Carter, Gladys Cooper, Marilyn Henry, Jean Holt, Katherine Milligan, Elaine Pike, Jacquelyn Rittscher, Jody Roeker, Nancy Spreitzer, Barbara Straus, Donna Washburn, Richard Westling.

*"In politics, if you want anything said, ask a man.
If you want anything done, ask a woman,"
Margaret Thatcher, UK*



Member of the Year 2005

Leadership Link presented the 2005 Member of the Year award to Patricia Owen, Chief Deputy County Clerk. Nominated by Past President Colleen A. Floth, Patricia has been a great support to the officers of



Patricia Owen

Leadership Link even though she had no official position on the board. She exercised strong professionalism in her carrying out her volunteer duties and showed good organizational skills. She is friendly, helpful and never said "NO" when asked for help. Patricia served as an

outstanding member and role model, living up to the NMA's Code of Ethics - recognizing that leadership is a "call to service."

Trish has been asked several times during the last several years to help out on different areas, and has always said yes. She assisted on web page content and development, and getting it up and running along with Doug Thorpe. She has assisted with the Membership Committee duties, recruiting more than 25 non-members to attend our monthly meetings. She encouraged each person to join the Chapter of NMA. Many will say she was just helping her husband out in a pinch, but I don't think so! Trish doesn't do anything that she doesn't want to do.

I think having a member who always says "yes" when asked to help in some fashion during the year is a dedicated member and to me this is a special accomplishment. Trish does not agree to help out for the accolades, she does it because that is the type of person she is.

Nebraskaland Council

Slate of Officers

President - Elton Edmond,
elton.edmond@hhss.state.ne.us

Vice President - Steve Bolar,
steve.bolar@lennoxind.com

Secretary - Bruce Hunzeker,
bhunzeke@dor.state.ne.us

Treasurer - Jan Lehmkuhl,
jlehmkuhl@dcs.state.ne.us

N. M. A. CODE OF ETHICS

- I will recognize that all individuals inherently desire to practice their occupations to the best of their ability
- I will assume that all individuals want to do their best.
- I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.
- I will be guided in all my activities by truth, accuracy, fair dealing and good taste.
- I will keep informed on the latest developments in techniques, equipment, and processes.
- I will recommend or initiate methods to increase productivity and efficiency.
- I will support efforts to strengthen the management professional through training and education.
- I will help my associates reach personal and professional fulfillment.
- I will earn and carefully guard my reputation for good moral character and good citizenship.
- I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.

**Leadership Link
Chapter #517
P.O. Box 85224
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68501-5224
www.nma1.org**

May/June 2005

Welcome New Members

Martha Hakenkamp,
Aging Services
Chad Dalton, Aging
Rebecca Meyer, Aging
Angela Frederick,
PWU
Ben Higgins, PWU
Diane Wagner, PWU
Michaela Hansen,
PWU
Robin Cruse-Miller,
PWU
Dave Bomberger,
Parks & Rec
Erik Hubl, Register of
Deeds/Assessor
Joyce Kubicek, Aging

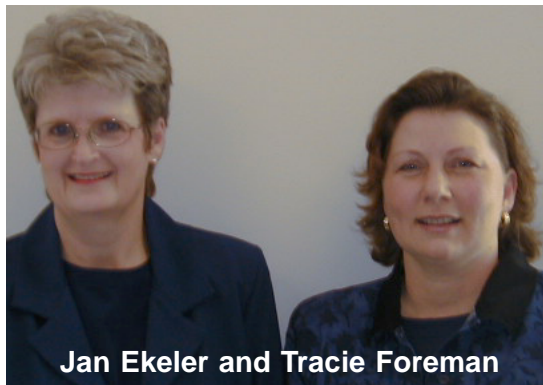
Life Members

John Dale
Betty Surls
John Reid
Dorothy Westphal

Congratulations New Officers!

Julia Peter
President
Donna Barrett
President Elect
Steve Owen
Treasurer
Colleen Andrews
Secretary

MEMBER NAME



Jan Ekeler and Tracie Foreman

Community Service Report

By Donna Barrett, Chair

Member Recognitions: On March 8, during the 2005 joint ASA/NCOA Conference *Changing the Face of Aging* in Philadelphia, Leadership Link member Peggy Apthorpe (not pictured) from the Lincoln Area Agency on Aging (LAAA) participated in a round table discussion on health promotion services for caregivers. Leadership Link members Jan Ekeler and Tracie Foreman (pictured above, respectively) presented an education program titled "Attitude Tune Up." Kudos to Peggy, Jan and Tracie for their participation in this national conference!

The President's Volunteer Service Award: Leadership Link has teamed with the White House to become a Certifying Organization for the President's Volunteer Service Award, a national program recognizing Americans who have demonstrated a sustained commitment to volunteer service. There are so many ways to contribute, and every volunteer hour makes a difference in improving the quality of life for others. To earn this award, keep track of your unpaid volunteer service hours from July 2004 through June 30th and submit them to Donna Barrett.

For more information, visit the Web site at:
"<https://www.presidentialserviceawards.gov/tg/pvsainfo/dspAboutAwards.cfm> "

The new committee chair for 2005/06 is Martha Hakenkamp. If you are interested in being considered for the President's Volunteer Award, please contact Martha, 441-6105, to submit volunteers hours and type of work completed.

Mayor Coleen Seng and the Lincoln Arts Council presented awards to local artists, organizations and supporters of the arts at a June 1st dinner held at the Lied Center for Performing Arts. One of the recipients being honored was Leadership Link member, Carol Connor, director of Lincoln City Libraries.

N. M. A. STATEMENT OF PRINCIPLES

NMA is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify NMA's core beliefs and provide the basis for the Association's Mission Statement.

- We believe in the highest standards of personal and organizational integrity and respect for the individual.
- We believe in lifelong learning, continuous improvement, and the development of a workforce capable of sustaining a competitive posture in the global economy.
- We believe management is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.
- We believe that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.
- We believe that individuals and organizations have a community and civic responsibility.

employees your time and attention; it's the most potent form of respect.

Rules: Too many rules stifle creativity, but no one can win if they don't know the rules of the game. Clearly communicate what's important and what people have to do in order to get a raise, promotion, or the employee-of-the-month parking spot. Without some basic guidelines, your management decisions and recognition program will appear arbitrary and even unfair.

Responsibility: If you want your employees to perform responsibly and well, show and tell them what good performance looks like. Make sure they know the quality, quantity and costs of the work you expect, including what it will cost the company if the work isn't done well. Don't micro-manage: give employees some leeway in how they do their work. Sam Walton swore some of Wal-Mart's best ideas came from their stock clerks. Figure out and communicate what new employees need to know about your business in order to apply the skills for which you hired them.

Relationships: Employees' most important work relationships are with

their immediate supervisors. If you want your employees to stay motivated and loyal, be sure that supervisors provide honest feedback and unstinting support. Without feedback on how well they're doing, employees have no way of knowing what management desires and no tools to use for improving job performance.

Fun: Celebrate success! Do something unexpected. Have balloons delivered or throw an impromptu picnic lunch. There's no reason work can't be fun. A good part of Southwest Airlines' success is because

they found a way to make flying more fun. Wal-Mart has clowns in the aisles. McDonalds doesn't sell sack lunches, they sell Happy Meals. If your employees are having fun, your customers will too. Employers who create workplace fun won't have any problem finding or keeping good people.

Finally, consider your employees as investors, for that's exactly who they are. They're investing their time, effort, energy and abilities to make your business succeed.

Manager of the Year 2005 - Honorable Mention

Leadership Link presented the 2005 Manager of the Year-Honorable Mention award to Peggy Apthorpe, Lifetime Health Program Coordinator for the Lincoln Area Agency on Aging, at its annual meeting held at the Governor's Mansion. She was nominated by Donna Barrett who conducted several interviews with co-workers and colleagues. Excerpts have been taken from the nomination form as follows ...

Communication Skills/Accessibility

Peggy has the ability to communicate in a clear and succinct manner. She adapts her language and vocabulary level to meet the needs of her audience. Her views are presented in such a way that others recognize her expertise in older adult health promotion and enlist her progressive ideas. Peggy is an excellent listener who seeks out and considers other points of view. Peggy has encountered homeless people and in dealing with them does so in a respectful way, never talking down to them. She deals with a culturally diverse clientele, many of whom are low income as well. She treats everyone fairly and with great respect.



Peggy Apthorpe

Supervisor/Employee Relationships

Peggy is always available to discuss problems or concerns presented by staff. Her open mind and fair attitude allows freedom of expression without fear of judgement or retaliation. Her enthusiasm and high energy level is contagious. She serves as an excellent role model and mentor. Peggy encourages professional growth and recommends staff development workshops. One example of this was the Personal Fitness Trainer Certifications obtained through World Instructor Training Services. Three Lifetime Health staff recently attended a six week educational training session and received certification (after passing the written and hands-on practical exam). This was part of her plan to staff the new Forever Strong Health Club at the

Downtown ActivAge Center on a regular basis. Her objective is to help the underserved individuals 60+ initiate an individualized workout plan.

Management Skills

Peggy's quiet authority lends a comfortable work atmosphere that encourages team work. She shows confidence in and has high expectations of her staff. She encourages independence and accountability. Her problem solving skills and service oriented attitude is evident. She is ever conscious of fiscal responsibility and limited resources. Her global thinking encourages staff to pursue opportunities of service for caregivers and older adults of all cultures and socioeconomic groups through grants and partnerships with other community agencies. She is open to collaborative projects with health departments, hospitals, universities and businesses that promote the health and well being in our community.

Peggy has a Masters Degree in Social Work and in Arts and Management. She is always willing to share her knowledge with others. Peggy's social work, gerontology and administrative education plus years of experience are highly evident as she performs her duties as coordinator of the LAAA Lifetime Health program. She continues to seek knowledge and professional growth through educational research, workshop and conference attendance, professional affiliations and community involvement.

In August of 2003 Peggy received an award from the Governor's Council on Physical Fitness for her achievements in the area of health promotion and older adults.

Peggy has made several presentations at national conferences and she currently serves on several local and statewide coalitions. Peggy has served on the board of the Community Mental Health Center and the Mid America Congress on Aging. Peggy is a role model for taking personal responsibility for your health.

What Are You Seeing?

Leadership Link is collaborating with Worknet, Southeast Community College (SECC), Lincoln Human Resources Management Association and the Nebraska Commission for the Blind and Visually Impaired to present a half day seminar on July 14, 2005. Watch for registration information in the near future from SECC.

Target audience: First Line Supervisors, Human Resources Staff, Human Service Professionals, and people who are blind or visually impaired

What Are You Seeing?

Participants will....

- Learn about real-life experiences of successful people who are blind or visually impaired.
- Learn how to identify and remove barriers to be part of a work team.
- Identify reasonable accommodations in the workplace.
- Become aware of new technology and effective ways to communicate with people who are blind or visually impaired.
- Increase knowledge of resources available to employers.
- Learn how to enhance their comfort zone around people experiencing disabilities.
- Learn about updates to the Americans with Disabilities Act (ADA).

Featured speakers include **Barbara Loos** and **Peggy Elliott**.

Barbara Loos has served on advisory committees to the Nebraska School for the Visually Handicapped and Nebraska Rehabilitation Services for the Visually Impaired. In 2000 Governor Johanns appointed her to the first Board of Commissioners for the newly established Nebraska Commission for the Blind and Visually Impaired and reappointed her to that body in 2003. Loos has served as chair of the group since its inception. She has contributed articles to national publications for the blind and visually impaired and was honored with the Richard Parker Memorial Award from the National Federation of the Blind-Nebraska, the highest honor the state organization confers. She was presented with the Ken Lyndhurst Volunteer of the Year Award by the Lincoln League of Human Dignity in 2001, and in 2003 received the Outstanding Citizen of the Year Award from the Lincoln East Rotary.

Peggy Elliott is active in the National Federation for the Blind (NFB), an organization she served as national student division president from 1977 to 1979. In 1981 she was elected president of the National Federation of the Blind of Iowa, a position she still holds. Elliott is currently in private law practice in Grinnel, Iowa.

Eight Ways Micro-Managers Can Cure Themselves

You have a great team in place. From top to bottom, they're consistent, diligent and motivated. But there's one catch: No matter how well they perform time after time, you simply can't leave them alone to do what they already know how to do exceedingly well.

It's called, "micro-management," call it meddling. But a boss who can't or won't allow his/her staffers to function on their own can be a crippling handicap. Not only can that meddling strangle morale, it may send those who find it especially intrusive scrambling for another employer.

But it's a new day, and that can mean a new you as well. Here are eight strategies to break the micro-management habit:

Understand why you're doing it. Take a few minutes of introspection and think about the reasons why you can't leave your people alone. That itself may hint at a solution. It may be that, deep down, you don't trust your staff — or perhaps yourself (an insecure boss can't stay out of the loop for long). "It's not mistrust," says Los Angeles-based consultant Paul Glen. "It's a lack of belief that they, or you, can do what needs to be done." Does perfectionism get in your way? Does control make you believe that work can't be done without you?

Redefine your role. One of the biggest causes of needless micro-management is a boss who really doesn't recognize what she's paid to do — particularly if she came up through the ranks of the company. "When you're not a manager, what you produce is your value to the company," says Glen. "When you move into management, you're rewarded for making other people more productive rather than producing yourself. You need to redefine that measure of success so you don't get involved in production anymore."

Remember the micro-manager from Hades. Just about all of us in our working lives have endured a boss whose fingers were in every pie. Recall what that felt like, the lack of respect it conveyed, the oppressive weight of feeling, as though you were always being watched. That should pinch off many an urge by you to stick your nose where it's not really needed.

Experience is everything. Another cause of harmful micro-management is a boss who's never savored the opposite: putting your people on autopilot and watching them rock. Consider earmarking a specific project that you swear a blood oath to ignore for the time being. Then, see how things come out. If your staff performs as expected, that can inject needed confidence in you to cut back on involvement that you have tangible proof may not be necessary. Your staff can learn how to improve from their own rough landings.

Spare the rod, spoil the boss. It's unfortunate, but sometimes you may have to discipline an employee who keeps making the same mistake. That means you as well. Bette Price, co-author of the book "True Leaders," says that doing so can solidify your visible commitment to break the habit of pointless meddling.

Understand the distinction between helpful and meddlesome. Trying to get the micro-management monkey off your back doesn't mean abrogating all contact. As the person in charge, it's imperative that you know how things are progressing. But knowing what's going on is not the same as riding shotgun on every picayune decision. Stay informed, but separate those bits of information that warrant some response on your part from those that are purely "FYI."

"Boss, get out of my face." This last bit of advice depends in large part on you and the environment in which you work. If you genuinely want to stop needless micro-management, think seriously about giving your staff the freedom to let you know when a certain level of involvement may be too much. Many employers would rather deal with the issue in a less visible manner. Others, in fact, may welcome the support that a public form of commitment can attract. "Tell them to tell you if they're feeling as though they're being micro-managed," Glen says.